

**DRAFT CRITERIA  
FOR INITIAL CERTIFICATION OF  
CALIFORNIA WORKNET  
LOCAL POLICY BODIES  
(WORKFORCE INVESTMENT BOARDS)**

**ADHERENCE TO GUIDING PRINCIPLES**

The four guiding principles which constitute the policy framework for the implementation of California's One-Stop Career Center System are:

- **Integrated**
- **Comprehensive**
- **Customer Focused**
- **Performance Based**

It is recommended that all Workforce Investment Boards keep these principles in mind when developing their memoranda of understanding (MOUs) and local plans for a One-Stop delivery system.

**I. LOCAL ELECTED OFFICIAL SUPPORT AND APPROVAL**

- ❑ The Chief Local Elected Official (CLEO) is a member of an elected body of a unit of general purpose local government with general taxing authority, who, as a One-Stop partner, has agreed to jointly plan, implement, and support a local One-Stop System.
- ❑ The CLEO is a member of an elected body of a unit of general purpose local government with general taxing authority, who will act as the fiscal agent for grant funds. The Local Elected Official (LEO) is the grant recipient and, as such, incurs liability for misspent or unspent funds. The CLEO may appoint a designee to serve as the fiscal agent but retains fiscal responsibility and liability for the funds.

Policy boards must have the support and approval of the local elected official (LEO), or the chief local elected official (CLEO). When multiple LEOs are involved, the chief elected officials of such units may execute an agreement that specifies the respective roles of the individual chief elected officials.

The roles and responsibilities of LEOs and CLEOs will include fiscal oversight over the One-Stop System and/or Centers, certification of the local system, appointment of members to the local policy board, assistance with developing the local plan and MOU, negotiation of local performance standards, and, with the local workforce investment board, certification of One-Stop Center operators.

The state shall support CLEO efforts to maintain a manageable number of seats on the local Workforce Investment Board as long as the CLEO can demonstrate the required minimum core membership is maintained.

The following sections are from the Federal Workforce Investment Act of 1998 which is the statutory authority for the role and responsibilities of the local elected officials. They are not meant to be all inclusive but a basic outline of the CLEO's responsibilities.

- Section 117 - Local Workforce Investment Boards
  - (a)(1) LEOs to use criteria established by state for appointment of members of local boards.
  - (b)(2)(B) the board may include such other individuals or representatives of entities as the CLEO in the local area may determine to be appropriate.
  - (d) Functions of Local Board
    - (1) Local Plan in partnership with the CLEO.
    - (2)(A) Selection of operators and providers with the agreement of the CLEO.
    - (4) Program Oversight - in partnership with LEO
    - (5) Negotiation of local performance measures with the agreement of the CLEO.
  - (f)(2) Core Services; intensive services; designation or certification as one-stop operators.....with the agreement of the CLEO.
  - (h) Youth Council
    - (1) Establishment-in cooperation with the CLEO.
- Section 118 - Local Plan
  - (a) In General
  - (b)(8) Identification of the entity responsible for disbursement of funds.
- Section 121 - Establishment of One-Stop Delivery Systems
  - (b)(1) Identifies the required One-Stop partners which the CLEO must select representation for.
  - (b)(2)(A) other entities that are eligible to be chosen.
  - (c) Memorandum of Understanding
    - (1) Developed between the Local Board and the One-Stop operator(s) with the agreement of the CLEO.
  - (d) Local Board with the agreement of the CLEO is authorized to certify or designate one-stop operators.

- Sections 126, 128 and 133  
These sections give general authorization to the state, often after consultation with CLEOs, for the allocation of funds to local areas for youth and adult services.
- Section 134 - Use of Funds for Employment and Training Activities.  
(a)(2)(A)(i) and (ii) provision for use of rapid response funds disasters, mass layoffs or plant closings in conjunction with local boards and CLEO's.
- Section 136 - Performance Accountability System  
(c) Local Performance Measures  
(c)(2)(3) The local board, Governor and CLEO will negotiate and reach agreement on levels of performance.  
(f)(1) The local board, Governor and CLEO shall establish and operate a fiscal and management accountability information system.

## II. LOCAL WORKFORCE INVESTMENT BOARD COMPOSITION

Board composition must include a business majority, and representatives of education providers, labor organizations, community based organizations, and each of the One-Stop partners as indicated by the Workforce Investment Act, Sections 117 and 121. Other representatives may be included at the discretion of the CLEO.

### **NOTE: Recommendation of Additional Required Partner**

*The certification work group is recommending under the criteria for certifying One-Stop Centers, that CalWORKs be a required One-Stop partner and would therefore have a representative on the local board. This is not required by the Workforce Investment Act.*

- Section 117 - Local Workforce Investment Boards  
(b) Membership. The Governor in partnership with the State board shall establish criteria for use by CLEOs.  
(b)(2) Composition (3) Authority of Board (4) Majority  
  
(b)(2)(3)(4) identifies: required representation including representatives of each of the One-Stop partners; all individuals must have optimum hiring or policy making authority; board must have business majority; and how board nominations are made for business and education representatives.  
  
(b)(2)(B) may include any other representatives the CLEO may determine to be appropriate.
- Section 121 - Establishment of One-Stop Delivery Systems  
(b)(1) Required One-Stop Partners. Identifies programs by which each entity that carries out such programs is a required partner. Includes programs authorized under Title I of the WIA, Title II of the WIA for adult

education/literacy, the Wagner- Peyser Act, Older Americans Act, the Trade Act of 1974, programs under the Rehabilitation Act of 1973, certain activities under the Carl D. Perkins Vocational and Applied Technology Education Act, activities authorized under provisions of the U.S. Code, employment and training carried out under the Community Service Block Grant and the Department of Housing and Urban Development, and programs established under state unemployment compensation.

(b)(2) Additional Partners

Programs which make One-Stop services available to their participants or who participate in the operation of the One-Stop system, with the approval of the CLEO and local board.

### III. PARTNERSHIP PARTICIPATION

#### **Development of Memorandum of Understanding (MOU) or Agreement (MOA)**

California's One Stop Vision reflects a new approach to workforce preparation as a whole and the role it plays in economic development. California's long range goal is a thoroughly literate society and a full-employment economy with broad and deep distribution of high-skill, high-wage jobs. The One-Stop Vision is built upon four guiding principles which are the essence of the One-Stop delivery system:

- ❑ **Integrated**: offering as many employment, training and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills.
- ❑ **Comprehensive**: a large array of useful information with wide and easy access to needed services.
- ❑ **Customer Focused**: the ability to support informed choice by providing a means for customers to judge the quality of these services.
- ❑ **Performance Based**: where clear outcomes to be achieved and methods for measuring the agreed-upon outcomes, including customer satisfaction, are identified.

These guiding principles should be the goals of all One-Stop delivery systems and, as such, be reflected in the planning and implementation of operations. They can help the partners in their development of MOUs since they are "guiding principles" and cannot be accomplished without a partnership based on trust, cooperation and collaboration.

As a policy body, the understanding reached between the One-Stop delivery system partners is seen as the foundation of building a healthy and successful delivery system. As California proceeds to submit its first five (5) year plan to the Department of Labor, it is recognized that all local partners may not have had sufficient time to work out all of the details of their mutual arrangements. At the same time, Certification of the local WorkNet Policy Board is the initial formation stage of the One-Stop partnership. It is therefore of the utmost importance that, at this stage, agreements clearly define the expectations of each partner. It should be noted that only an approved local plan (not local Board or center certification) triggers workforce investment funds.

MOUs may be developed either as a single document agreed to by all members or as individual agreements submitted by each policy board member. The MOU(s) should present in concrete terms member contributions and the mutual methodologies to be utilized in overseeing One-Stop center operations. Some of the questions indicate a collaboration, e.g., your commitment to identify local capacity building resources, or your commitment to participate in required activities. Collaborative questions may be answered very briefly.

Such agreements shall include but not be limited to:

#### Participation Standards for Policy Board Partners

- ☐ Describe roles and responsibilities. This should include a description of:
  - ☐ Services to be provided through the One-Stop delivery system;
  - ☐ How services will be integrated and duplication of services avoided;
  - ☐ Approximate number, or range, of staff available to the One-Stop delivery system;
  - ☐ If staff will be co-located; and
  - ☐ The referral individuals between the One-Stop operator and the One-Stop partners for appropriate services and activities.
- ☐ The Workforce Investment Act of 1998 (WIA) identifies funds which will be available for supporting the One-Stop delivery system, including
  - ☐ Additional resources to be made available by the partners;
  - ☐ The costs of such services and the operating costs of the system;
  - ☐ Financial resources;
  - ☐ Sources of funds and approximate range of funds if exact amounts have not been identified;
  - ☐ Accountability (systems/reporting).
- ☐ The sharing of technology is seen as a critical tool in making possible the exchange of information, providing self service and reporting information to customers and managers. This includes communication systems, data collection, case management, cost sharing, etc.

- ❑ Indicate technology in place now and outline future plans to achieve a seamless, integrated data system.
  - ❑ Indicate how technology shall be shared between/among partners.
- ❑ It is expected that the One-Stop delivery system will have a collaborative marketing strategy which informs job seekers, employed individuals, employers and the community-at-large about the services available through the One-Stop System at the centers.
  - ❑ Outline the strategy.
  - ❑ Statement of commitment to the marketing strategy.
  - ❑ Agency's role in the development of such a strategy.
  - ❑ Resources to provide for marketing the One-Stop system.
- ❑ It is the responsibility of the partnership to participate in a joint planning process that results in the development of a local plan for your Workforce Investment Area to be submitted in accordance with guidelines issued by the State.
  - ❑ Agreement to participate fully in such a joint planning process.
- ❑ Identifying and developing capacity building resources to deliver services is a major component of an effective One-Stop delivery system.
  - ❑ Identification of local system needs.
  - ❑ Capacity building resources.
  - ❑ Agreement to work collaboratively with State and regional efforts to ensure delivery in response to identified capacity building needs.
  - ❑ Supervision mechanisms and/or systems for onsite and offsite services.
- ❑ It is expected that One-Stop partners will have a commitment to a high level of professional standards (e.g. staff competencies, facilities, etc.).
  - ❑ Efforts to date to ensure such standards.
  - ❑ Future or planned efforts to maintain these standards.
- ❑ Universal access is an important provision of a One- Stop delivery system including access for individuals with disabilities and others with special needs.
  - ❑ Universal access to individuals with special needs.
  - ❑ Other provisions adopted by the partnership.

#### **IV. ECONOMIC DEVELOPMENT & LABOR MARKET INFORMATION**

The local policy body shall address the workforce development needs of businesses, job seekers, and workers in the local workforce investment area, as identified below:

- ❑ Identify strategies to identify and respond to the needs and changing conditions in the workforce investment area's economy.

- ❑ Describe the local Worknet Policy Board's plans to coordinate and collaborate with other workforce investment areas to develop regional strategies for economic development and workforce development.
- ❑ Demonstrate/describe how the local Worknet Policy Board shall coordinate the workforce investment activities with economic development strategies and develop other employer linkages with such activities.
- ❑ Describe how local workforce investment area efforts will be made and resources utilized to gather and coordinate labor market information.
- ❑ Identify geographic boundaries of, and rationale for, your partnership's identified workforce investment area.

## **V. MAJOR WORKFORCE INVESTMENT INITIATIVES COORDINATION**

The local Worknet Policy Body is to coordinate joint workforce planning initiatives including those related to education, Welfare-to-Work, CalWORKs, economic development, community services, and other areas as appropriate to comprehensive workforce investment policy development.

## **VI. LOCAL EVALUATION**

For purposes of improving the management and effectiveness of local One-Stop delivery system programs and activities, local policy bodies shall establish a local evaluation system. An evaluation methodology, either self-developed or pre-packaged, will be used to measure progress in meeting local plan goals. This evaluation system should complement, not duplicate, any existing, established or required State evaluation system.

The following sections from WIA are the statutory authority for: performance and cost information; consumer choice requirements; state performance measurements; indicators of performance (adult and youth) and customer satisfaction indicators for employers and participants in workforce investment activities. The section listing is not meant to be all inclusive but a basic outline of evaluation areas.

- Section 122 - Identification of eligible providers of training services  
 (c)(6) Levels of performance. Providers to meet minimum acceptable levels of performance.  
 (d) Performance and cost information. Includes information on program completion rate, percentage of participating individuals who obtain unsubsidized employment, wages at placement, retention rates including wages of participants 6 months after employment, information on program costs, and where appropriate rates of certification or attainment of degrees.

(e) Local identification. Local board identifies a list of providers which is also placed on a state list.

- Section 123 - Identification of eligible providers of youth activities
- Section 134 - Use of funds for employment and training activities  
(d)(4)(F) Consumer choice requirements. Maximizes consumer choice in the selection of a training provider by establishing access to the list of training providers with performance and cost information.
- Section 136 - Performance accountability system  
(b)(2) Indicators of performance for state measurements. Includes entry into unsubsidized employment, retention rates six months after job entry, earnings received in unsubsidized employment six months after job entry, attainment of a recognized credential relating to achieved educational skills (youth 19-21) , core indicators for youth including attainment of basic skills, attaining a secondary diploma and placement and retention rates.  
  
(c) Local Performance Measures. Local boards negotiate with state as well as establish their own standards in excess of state requirements if they so desire.



**DRAFT CRITERIA  
FOR INITIAL CERTIFICATION OF  
WORKNET CENTER  
OPERATORS AND SERVICES  
BY LOCAL WORKNET POLICY BOARDS**

**I. PARTNERSHIP COMPOSITION AND SELECTION**

**A. Partnership Composition**

Required partners are:

- Adult Programs
- Dislocated Worker Programs
- Youth Programs
- Employment Service
- Adult Education
- Postsecondary Vocational Education
- Vocational Rehabilitation
- Welfare-to-Work
- Title V of the Older Americans Act
- Trade Adjustment Assistance
- NAFTA Transitional Adjustment Assistance
- Veterans Employment and Training Programs
- Community Services Block Grant
- Employment and Training Activities carried out by the U.S. Department of Housing and Urban Development
- Unemployment Insurance
- Job Corps Programs
- Native American Programs
- Migrant and Seasonal Farmworker Programs
- Youth Opportunity Grants

Additional Partners – Other human resource program partners that may participate in the One-Stop:

- School-to-Work (School-to-Career)
- Bureau of Apprenticeship and Training
- Best Practices (Adult and Youth Populations: School-to-Work, Baldrige National Quality Awards; Skill Standards)
- Transportation Programs
- TANF

**B. Selection Process**

1. Process: The local Workforce Investment Board, with the concurrence of the Chief Elected Official, is authorized to certify One-Stop operators.
2. Who Can Be Certified  
One-Stop operators can be
  - a. An entity or a consortium of entities that is designated as a One-Stop Operator
    - Through a competitive process, or
    - In accordance with an agreement reached between the local board and a consortium of entities that includes at least 3 of the required One-Stop partners.
  - b. A public or private entity, or consortium of entities, of demonstrated effectiveness, located in the local area, which may include
    - A postsecondary educational institution
    - An employment service agency established under the Wagner-Peyser Act on behalf of the local office of the agency
    - A private, nonprofit organization (including a community-based organization)
    - A private for-profit entity
    - A government agency and
    - Another interested organization or entity, which may include a local chamber of commerce or other business organization.
  - c. The local board itself, but only with the agreement of the chief local official and the Governor.

**C.Exclusion:** Staff to a One-Stop Career Center System policy body cannot be a part of, nor can they manage, a One-Stop Career Center.

This exclusion is consistent with the WIA, although an exemption process is outlined in the Act

- Section 117 – Local Workforce Investment Boards  
 (f)(1)(A) In general, except as provided in subparagraph B, no local board may provide training services described in section 134(d)4.  
 (f)(1)(B) Waivers of training prohibition. The Governor may, pursuant to a request from the local board, grant a written waiver of the prohibition set forth in paragraph (A) (relating to the provision of training services) for a program of training services, if the local board submits a proposed request for the waiver that includes several specified items.  
 (2) A local board may provide core or intensive services through a One-Stop delivery system or be designated or certified as a One-Stop operator only with the agreement of the chief elected official and the Governor.

## **II. OPERATIONAL MANAGEMENT**

### **Implementation Plan**

Consistent with local workforce investment plans, center partners develop an implementation plan defining the expectations of each partner agency related to day-to-day operations.

1. Participation Standards
  - Locals may want to consider levels of partnership participation, e.g.,
    - A. Investor – The organization commits staff and financial or capital resources to the System. Staff must be located full-time at one or more of the centers and the organization will agree to turn over the day-to-day supervision of the staff to the System management structure.
    - B. Contributor – The organization is committed to full integration of services with staff rotation and capital contributions in support of the One-Stop System.
    - C. Affiliate – The organization is willing to work as part of the extended network of the local One-Stop System. Level of participation: provides in-kind resources to facilitate customer access to center services.
2. Roles and Responsibilities
  - Operational practices
    - Dispute resolution
    - Cost-sharing
    - Technology sharing
    - Compliance with respective laws and regulations
    - Common marketing strategy to customers and community
    - Capacity Building – partners agree to identify capacity building needs of center staff to deliver services and be familiar with services offered by other center partners.
  - Supervision
  - Staff capacity
  - Maintenance and security
  - Professional environmental standards

## **III. CORE SERVICES**

The One-Stop Vision regards customers as true partners in the system rather than just end users. Local Workforce Investment Areas will identify in the local plan the workforce preparation needs of their communities and their customers, determine which services will fulfill those needs, how these services are to be provided, and by whom.

All core services are available to all One-Stop customers at not less than one physical center which may include a network of affiliated sites that provide one or more of the programs, services, and activities. Affiliate sites are physical locations or electronically or technologically linked access points.

**A. Core services include:**

- ❑ Orientation to the information and other services available through the One-Stop delivery system
- ❑ Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- ❑ Job search and placement assistance and career counseling
- ❑ Local, regional, and national employment statistics information
- ❑ Determination of eligibility for Title I WIA services for adults and dislocated workers
- ❑ Information on:
  - ❑ Eligible training providers
  - ❑ Local performance outcomes and program costs
  - ❑ California WorkNet activities
  - ❑ Filing for Unemployment Insurance
  - ❑ Supportive services
  - ❑ Eligibility determination and processes for Welfare-to-Work and other programs
  - ❑ Follow-up services
  - ❑ Financial aid assistance for training and education programs

**B. Employer Services include:**

- ❑ Directory of services - The directory provides a descriptive “menu” of services available at the One-Stop Center and through the local One-Stop System.
- ❑ Resource referral - Provides information on how to access business assistance and incentives.
- ❑ Job applicant data base - Allows employers to fill job openings by accessing a “talent bank” potentially supplementing staff efforts to match job seekers’ pre-screened skills to employers’ specifications. Related services include applicant recruitment and screening for particular jobs, applicant skills assessment, and customized job services.
- ❑ Labor market information - Occupational wage and supply/demand information; areas of potential growth or decline, and assessment of the effects of such growth or decline on individuals, industries, and communities.
- ❑ Economic development - Information on basic incentives (e.g. tax credits, enterprise zone services, or other benefits) as well as local planning and zoning commissions or boards, community development agencies, and other entities responsible for regulating, promoting, or assisting in local economic development.
- ❑ Rapid response and plant closure assistance - The capability to respond rapidly, on-site, to permanent closures and substantial layoffs in order to assess the need for, and initiate, appropriate services.

**C. Intensive Services**

Intensive services may be provided to adults and dislocated workers who are determined to need intensive services by the One-Stop operator. Intensive services may be provided by One-Stop operators or through contracts with service providers, including contracts with public, private for-profit and private nonprofit service providers, approved by the local board. Local boards cannot directly provide intensive services unless the chief local elected official and the Governor agree to allow the board to provide such services. If the local board and the Governor determine that there is a shortage of adult funds in the local area, they will direct the One-Stop operator to give priority in the use of these funds for intensive services to welfare recipients and other low-income individuals.

- Section 134(d)(4)(E) - Priority – In the event that funds allocated to a local area for adult employment and training activities under paragraph (2)(A) or (3) of section 133(b) are limited, priority shall be given to recipients of public assistance and other low-income individuals for intensive services and training services.

Intensive services may include:

- ❑ Comprehensive and specialized assessments of skill levels (i.e., diagnostic testing)
- ❑ Development of an individual employment plan
- ❑ Group counseling
- ❑ Individual counseling and career planning
- ❑ Case management
- ❑ Short-term prevocational services

#### **D. Training Services**

Individuals who have met the eligibility requirements for intensive services, and are unable to obtain or retain employment through intensive services may receive training services. A One-Stop operator or One-Stop partner determines the need for training services.

Training services may include:

- ❑ Occupational skills training
- ❑ On-the-job training
- ❑ Workplace training combined with related instruction
- ❑ Training programs operated by the private sector
- ❑ Skill upgrading and retraining
- ❑ Entrepreneurial training
- ❑ Job readiness training
- ❑ Adult education and literacy activities provided in combination with services described above
- ❑ Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
- ❑ Support services

With limited exceptions, training services will be provided through the use of individual training accounts. Training services provided shall be directly linked to occupations that are in demand.

- Section 134(d)(4)(G) – Use of individual training accounts. In general ...training services provided under this paragraph shall be provided through the use of individual training accounts...and shall be provided to eligible individuals through the one-stop delivery system.